

FOR FIRE CHIEFS





# ***DEDICATION***

*In memory of those who lost their lives  
as a result of the terrorist attacks on  
September 11, 2001.*

# INTRODUCTION

In the aftermath of September 11, 2001, The International Association of Fire Chiefs (IAFC) issued a number of resources to help fire chiefs to better prepare for the threat of terrorism. Six years later, the national homeland security enterprise has changed dramatically. While some fire departments have made great strides in preparedness and response, many struggle to improve further, and some struggle to just to keep the pace. Some have become complacent, and many are overwhelmed.

The IAFC issues *Terrorism Response: A Checklist and Guide for Fire Chiefs* to help fire chiefs of all size departments revitalize and re-focus their efforts to prepare for, respond to, and recover from acts of terrorism. Federal intelligence experts continue to warn that future terrorist attacks are not a matter of if, but a matter of when, and big cities are not the only targets. Every town is at risk because every town has critical infrastructure such as agriculture, transportation, water, or public gathering places, or simply the potential, if attacked, to instill fear in the American public.

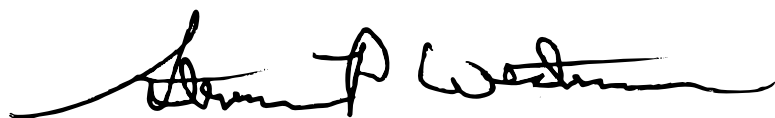
The IAFC urges fire chiefs to adhere to homeland-security assessment, prevention, preparedness, response and recovery concepts—the five key concepts in this guide—as part of your department's standard operating procedures. Doing so will not only improve your department's response; it will send a clear message within your community that your department is a leader in all-hazards public safety. Even more, it will go a long way toward making your community safer by reducing the potential devastation that terrorists seek to cause.

A fire department's response to a terrorist attack requires thorough coordination and preparedness before the event occurs. This *Checklist and Guide* is meant to help you prepare for such a response, either in your own or a neighboring community, by providing recommended actions that are applicable and adaptable to every fire department. The focus is not on spending money, but on spending the time to understand what you have and how best to utilize it, as well as what you are missing and how best to fill those gaps. While this document talks specifically about a terrorist threat, it will support all-hazards prevention and response capabilities once all of the items are in place.

This is a document *for* fire chiefs *by* fire chiefs. My thanks to the IAFC sections and committees who contributed to this document, and particularly to those who gave their time and effort on the Homeland Security Summit Team.

The IAFC will continue to work with the federal government to ensure that the fire service is well-equipped to carry out its homeland security role, and for laws and policies that will help the fire service in its mission. However, all response is local. Terrorism can happen in your community, and you must be prepared. Please use this guide to your best advantage.

Respectfully,

A handwritten signature in black ink, appearing to read "Steven P. Westermann". The signature is fluid and cursive, with a large initial "S" and "P".

Steven P. Westermann, CFO  
IAFC President

# FOREWORD

Since that fateful day of September 11, 2001, much has been done to better prepare for acts of terrorism. Government leaders, state and local officials and private concerns have acted to better prepare for what some experts say is not a question of if another terrorist attack will occur, but more a matter of when and where.

Many fire chiefs, like many Americans, have focused on other critical issues and become complacent about terrorist attacks in the U.S. Perhaps even more disconcerting is the perception that an act of terrorism would never happen in some communities because they are too small, too remote or seemingly inconsequential when compared to large population or business centers.

We gratefully acknowledge the vision of the IAFC's executive board to reenergize the fire service about terrorism preparedness by convening the Homeland Security Summit. The Summit participants, IAFC members representing all segments of America's fire service, came to this consensus:

- **Create a tool worth using.**
- **Focus on terrorism.**
- **Keep it on target.**
- **Provide useful references.<sup>1</sup>**

What follows is that tool: *Terrorism Response: A Checklist and Guide for Fire Chiefs*. It is designed to enable fire chiefs to assess, prevent, prepare for, respond to and recover from a terrorist attack in a methodical, clear and comprehensive manner. For the welfare of our citizens and the safety of our firefighters, fire chiefs need to seek out this tool, use it to completion and then revisit it periodically to maintain readiness.

We believe that before a fire chief can say, "My department is prepared," completion of *Terrorism Response: A Checklist and Guide for Fire Chiefs* is imperative. We urge you to act today—America is depending on you!

**The IAFC Homeland Security Summit Team**

<sup>1</sup> References are intended to supply additional background or educational resources to support department efforts. They do not represent an IAFC endorsement of any entity's product or services.

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# INSTRUCTIONS

- 1** THE SUMMARY CHECKLIST AT THE BEGINNING OF THIS DOCUMENT PROVIDES AN OVERVIEW OF THE MOST CRITICAL STEPS NECESSARY TO ASSESS, PREVENT, PREPARE FOR, RESPOND TO AND RECOVER FROM A TERRORIST ATTACK. The Summary Checklist is followed by detailed and specific How-To Guides, which provide instructions on how to complete the checklist.
- 2** BEGIN BY REVIEWING THE SUMMARY CHECKLIST AND THEN THE HOW-TO GUIDES. Check off each item in the Summary Checklist *only* when the details are complete. Some elements of the How-To Guides require periodic or ongoing efforts, such as training and updating procedures. In those cases, a check-off may be appropriate when firm plans for such efforts are in place.
- 3** A COMPLETED CHECKLIST MEANS YOUR DEPARTMENT HAS TAKEN CRITICAL STEPS TO BE PREPARED. Please note that the steps are not necessarily listed in the order they need to be taken.



# SUMMARY CHECKLIST



## How to **ASSESS** Your Department's Capabilities

- ☐ Target Hazards / Critical Infrastructure Protection
- ☐ Community Risks / Special Events
- ☐ Relationships / Partnerships / Mutual Aid / Automatic Aid
- ☐ Intelligence-Sharing / Fusion Center Participation
- ☐ Response Capabilities for Weapons of Mass Destruction / Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE) Attacks
- ☐ Cyber-Attack
- ☐ Communication Plan (Interoperability)
- ☐ Gap Analysis / Action Plan
- ☐ Continuity of Operations / Continuity of Government Plan

## How to Help **PREVENT** a Terrorist Attack

- ☐ Terrorism Awareness / Recognition Training
- ☐ Reporting Procedures / Information-Sharing
- ☐ Security Clearances
- ☐ Fire Department Personnel / Facility Security / Critical Infrastructure Protection
- ☐ Cyber-Security

# SUMMARY CHECKLIST cont

## How to PREPARE Your Department to Respond to a Terrorist Attack

- ☐ Training / Drills / Exercises
- ☐ Equipment
- ☐ Standard Operating Procedures
- ☐ Mutual Aid / Automatic Aid
- ☐ National Incident Management System (NIMS) Adoption and Training
- ☐ Emergency Operations Plan
- ☐ Continuity of Operations / Continuity of Government Plans
- ☐ 24x7 Contacts / Resource List
- ☐ Community Notification Plans
- ☐ Evacuation / Shelter-in-Place Plans
- ☐ Points of Distribution Plan
- ☐ Citizen Involvement / Community Emergency Response Teams / Fire Corps / Reserve Medical Corps / USAOnWatch
- ☐ Technical Rescue Response Sustainment
- ☐ Fire Department Member / Family Preparedness
- ☐ Incident Access Control
- ☐ Victim Care and Management / Mass Casualty Plan / Medical Surge Procedure
- ☐ Mass Fatality Management Plans
- ☐ Crime Scene Guidelines



## How to **RESPOND** to a Terrorist Attack

- ☐ Situational Awareness / Frequent Updates
- ☐ National Incident Management System (NIMS)
- ☐ Respond According to Standard Operating Procedures
- ☐ Mutual Aid Agreements
- ☐ Force Protection (Responder Safety) / Perimeter Security
- ☐ Notifications
- ☐ Media / Crisis Communication
- ☐ Evacuation / Shelter-in-Place Management
- ☐ Continued Service Delivery
- ☐ Responder Safety and Wellness
- ☐ Technical Response
- ☐ Victim Care and Management / Mass Casualty Plan / Medical Surge Procedure
- ☐ Citizen / Community Responders
- ☐ Crime Scene Guidelines

## How to **RECOVER** from a Terrorist Attack

- ☐ Medical Screening Program for Responders
- ☐ Documentation / Reporting
- ☐ Fire Department Resource Assessment
- ☐ Post-Incident Analysis
- ☐ Community Recovery
- ☐ Media Relations



# Guide to **ASSESSING** Threats and Capabilities

## ☐ Target Hazards / Critical Infrastructure Protection

- ☐ IDENTIFY TARGET HAZARDS WITHIN THE COMMUNITY. For homeland security purposes, target hazards include the community's critical infrastructure and key resources, which if attacked would cause a large disruption in daily life, cripple public services and instill fear in local residents and the nation as a whole. Emergency-services agencies, including fire departments and communication centers, are part of the critical infrastructure.
  - ☐ Private facilities such as chemical and nuclear plants, company headquarters, shopping malls, financial institutions, privately run healthcare facilities, sports venues, places of worship and private colleges and universities
  - ☐ Public facilities such as post offices, emergency-services agencies, national monuments and icons, publicly run healthcare facilities and state or community colleges and universities
  - ☐ Utilities such as water sources, including dams, reservoirs and water treatment plants; power generation and distribution facilities; and communication firms (including their transmission towers)
  - ☐ Transportation modes such as highways and shipping facilities, bus depots, railway lines and stations, waterways and ports, and airports, with particular attention to portions where access and rescue will be most difficult (e.g., trestles over water and tunnels)
  - ☐ Pipelines and bulk storage facilities such as natural gas lines, petroleum lines and tank farms

## ☐ Community Risks / Special Events

- ☐ IDENTIFY OTHER COMMUNITY RISKS UNIQUE TO YOUR AREA, INCLUDING LOCAL SPECIAL EVENTS:
  - ☐ Athletic events
  - ☐ Ceremonies and parades
  - ☐ State and local fairs
  - ☐ Other annual or semi-annual events



## ☐ Relationships / Partnerships / Mutual Aid / Automatic Aid

- ☐ ESTABLISH RELATIONSHIPS AND PARTNERSHIPS WITH OTHER PUBLIC-SERVICE AGENCIES—particularly emergency management, law enforcement and non-fire-based EMS—and government leaders to learn what everyone's assets and capabilities are. Train and exercise together on a regular basis to enhance everyone's response capabilities. Participants should be:

- ☐ Local, state and federal law enforcement agencies
- ☐ Military response partners
- ☐ Public health agencies
- ☐ Mutual aid consortia
- ☐ Public works agencies
- ☐ Local and state elected officials
- ☐ Utilities such as electricity, water, sewer and gas
- ☐ Other regional resources that would respond to a terrorist attack

## ☐ Intelligence Sharing / Fusion Center Participation

- ☐ ENGAGE IN INTELLIGENCE SHARING WITH LAW ENFORCEMENT AGENCIES TO ASSESS AND COMMUNICATE LOCAL RISKS ON AN ONGOING BASIS.
  - ☐ Establish a secure system for receiving threat information from local, state and federal law enforcement agencies.
  - ☐ Participate in local fusion center activities to facilitate communication with other public safety agencies on a regular basis. If your department does not have the resources to participate directly, build a relationship and communicate regularly with another fire and emergency service representative in the fusion center.
  - ☐ Communicate with the FBI via your local FBI weapons of mass destruction (WMD) coordinator and the FBI's Joint Terrorism Task Force.

# Guide to **ASSESSING** Threats and Capabilities cont

## ☐ Response Capabilities for WMD / Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE) Attacks

- ☐ ASSESS YOUR DEPARTMENT'S ABILITY TO RESPOND TO THE POSSIBLE TYPES OF TERRORIST ATTACK, E.G., WEAPONS OF MASS DESTRUCTION (I.E., CBRNE).
  - ☐ Assess your department's ability to identify the type of attack as well as your ability to mitigate it.
  - ☐ Factor into your assessment the number of personnel available, as well as their training levels for such a response, the types of equipment your department has available and your response procedures.
  - ☐ Assess your ability to maintain a response to a CBRNE attack for more than one operational period (e.g., 12, 24, 48, 72 hours).

## ☐ Cyber-Attack

- ☐ DEFINE WHAT COULD HAPPEN TO YOUR DEPARTMENT AND YOUR COMMUNITY DURING A CYBER-ATTACK, and assess your department's ability to withstand such an attack. Decide how you will communicate information if a cyber-attack occurs.

## ☐ Communication Plan (Interoperability)

- ☐ CREATE AND IMPLEMENT AN EFFECTIVE COMMUNICATION PLAN, INCLUDING THE OPERABILITY OF YOUR SYSTEM AND THE INTEROPERABILITY OF YOUR SYSTEMS WITH THOSE OF OTHER AGENCIES.
  - ☐ Decide how you will alert your members, other agencies, government officials and the general public about a terrorist attack.
  - ☐ Decide how you will communicate information on a local, regional, state and federal basis.
  - ☐ Decide who will communicate such information, how it will be communicated (e.g., voice, data, or audio), to whom and why.
  - ☐ Assess your department's wireless voice and data system to make sure it will continue to function properly.
  - ☐ Work with service providers to build contingency plans.



## ☐ Gap Analysis / Action Plan

- ☐ DEVELOP A GAP ANALYSIS THAT MEASURES THE COMMUNITY'S RISK AGAINST YOUR DEPARTMENT'S ABILITY TO RESPOND. Determine which gaps your department will need to fill and which you will need to work around.
  - ☐ Develop an action plan to fill necessary gaps either internally or through mutual aid and to accommodate gaps that will not be filled.
  - ☐ Develop a system to update this analysis and plan on an annual basis.

## ☐ Continuity of Operations / Continuity of Government Plan

- ☐ ASSESS YOUR DEPARTMENT'S CONTINUITY OF OPERATIONS PLAN AS WELL AS YOUR COMMUNITY'S CONTINUITY OF GOVERNMENT PLAN, IF SUCH PLANS EXIST, TO MAKE SURE THEY WILL SECURE A CONTINUITY OF ESSENTIAL FUNCTIONS IF ANY SECTION, INCLUDING LEADERSHIP, BECOMES DISABLED AFTER A TERRORIST ATTACK.

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**NOTE:** For states to obtain federal funding for terrorism response—and for the states to pass that money to the localities—the states must comply with programs established under Homeland Security Presidential Directive (HSPD) 8. HSPD-8 directs the federal government to establish and achieve an all-hazards national-preparedness goal. When preparing to respond to a terrorist attack, measure your department's capabilities against these requirements. (See the references for relevant websites.)

- ☐ The U.S. Department of Homeland Security has created a Target Capabilities List, which delineates the various capabilities that each state and locality must have or work to have.
- ☐ DHS also created the Universal Task List, which delineates the tasks required during a response to a terrorist attack.
- ☐ DHS measures capabilities against 15 national planning scenarios.

# References for **ASSESSING** Threats and Capabilities

## ❑ Chemical, Biological, Radiological, Nuclear and Explosive Attacks

- ❑ [www.mipt.org](http://www.mipt.org)  
The Memorial Institute for the Prevention of Terrorism provides access to descriptions of various types of terrorist attacks. A password is required but available free of charge to public-safety personnel.

## ❑ Critical Infrastructure Protection

- ❑ Emergency Management and Response – Information Sharing and Analysis Center (EMR ISAC)  
[www.usfa.dhs.gov/fireservice/subjects/emr-isac/index.shtml](http://www.usfa.dhs.gov/fireservice/subjects/emr-isac/index.shtml)
- ❑ National Infrastructure Protection Plan  
[www.dhs.gov/xprevprot/programs/editorial\\_0827.shtm](http://www.dhs.gov/xprevprot/programs/editorial_0827.shtm)
- ❑ DHS National Infrastructure Coordinating Center (NICC)  
E-Mail: [nicc@dhs.gov](mailto:nicc@dhs.gov)  
  
Part of the National Operations Center, the NICC monitors the nation's critical infrastructure and key resources on an ongoing basis. During an incident, the NICC provides a coordinating forum to share information across infrastructure and key resources sectors through appropriate information-sharing entities.

## ❑ Continuity of Operations Plans

- ❑ FEMA Continuity of Operations Programs  
[www.fema.gov/government/coop/index.shtm](http://www.fema.gov/government/coop/index.shtm)

## ❑ Federal Bureau of Investigation

- ❑ Field Office Locator  
[www.fbi.gov/contact/fo/fo.htm](http://www.fbi.gov/contact/fo/fo.htm)  
  
Once you begin to work with your FBI WMD coordinator, you will gain access to law enforcement information on the FBI's website, including intelligence bulletins and investigator guides.

## ❑ Gap Analysis

- ❑ Emergency Management Accreditation Program (National Fire Protection Association 1600)  
[www.emaponline.org](http://www.emaponline.org)

## ❑ National Planning Guides

- ❑ 15 National Planning Scenarios  
[www.llis.gov](http://www.llis.gov)  
  
A password is necessary but available free of charge to public safety agencies.
- ❑ Target Capabilities List  
[www.llis.gov](http://www.llis.gov)
- ❑ Universal Task List  
[www.llis.gov](http://www.llis.gov)



# Guide to Helping **PREVENT** a Terrorist Attack

## **❑ Terrorism Awareness / Recognition Training**

- ❑ ADOPT AND PROVIDE A TERRORISM-AWARENESS TRAINING PROGRAM FOR FIRE DEPARTMENT MEMBERS AND THE PUBLIC ON HOW TO RECOGNIZE POTENTIAL TERRORIST ACTIVITY WITHIN THE COMMUNITY.
- ❑ TRAIN MEMBERS TO UNDERSTAND THE TERRORIST THREAT TO THE COMMUNITY AND WHAT IMPACT THAT THREAT HAS ON YOUR PERSONNEL IN TERMS OF BEING BOTH RESPONDERS AND POTENTIAL VICTIMS.
  - ❑ Make sure members understand they are potential targets of primary and secondary (or further) attacks. Train them to look for secondary explosive devices or other terrorist threats on scene.
  - ❑ Educate members to be aware of and to report suspicious activity within the community (or within the department) during day-to-day operations and when off duty, as they are in a unique position to observe community activities on a daily basis.
  - ❑ Work with local law enforcement agencies to train the public on observing and reporting suspicious activity within the community.
  - ❑ Collaborate with local, state and federal law enforcement agencies; non-fire-based EMS systems; public health agencies; hospitals; public works departments; and other relevant community groups to understand and expand each other's roles in preventing a terrorist attack.

## **❑ Reporting Procedures / Information-Sharing**

- ❑ DEVELOP AND IMPLEMENT PROTOCOLS FOR RECEIVING AND REPORTING TERRORIST THREAT INFORMATION.
  - ❑ Establish a protocol for receiving terrorist threat information from local, state and federal law enforcement agencies. Make sure the information will be secure, so law enforcement officials are comfortable sharing information with you.
  - ❑ Distribute appropriate threat information to department members on an as-needed basis.
  - ❑ Consider notifying mutual aid partners of appropriate threat information.
  - ❑ Establish a standard operating procedure for vetting and reporting information on suspicious activity department members observe in the community and within your department to law-enforcement agencies at all levels, including your local/regional FBI office.
  - ❑ Work with local law enforcement agencies to establish a community reporting system, such as a dedicated phone number, for the public to report suspicious activity.

# Guide to Helping **PREVENT** a Terrorist Attack

## ☐ **Security Clearances**

- ☐ COORDINATE WITH LOCAL LAW ENFORCEMENT AGENCIES AND THE FBI TO OBTAIN APPROPRIATE SECURITY CLEARANCES FOR DESIGNATED STAFF.

## ☐ **Fire Department Personnel / Facility Security / Critical Infrastructure Protection**

- ☐ DEVELOP AND IMPLEMENT PROTOCOLS FOR SECURING DEPARTMENTAL PERSONNEL, FACILITIES, INFRASTRUCTURE AND OPERATIONS.
  - ☐ Conduct background checks on all personnel according to applicable law.
  - ☐ Issue and require the use of identification cards for all personnel.
  - ☐ Properly secure all facilities, dispatch areas and radio towers.
  - ☐ Establish and implement a visitor policy.
  - ☐ Secure all uniforms, badges, communications equipment and gear.
  - ☐ Ensure the security of all secondary areas, such as fuel and other supplies, warehouses and repair shops.
  - ☐ Ensure sensitive files are locked.
  - ☐ Secure intelligence information received from law enforcement sources. Security should extend to receiving, storing, and disposal of information.

## ☐ **Cyber-Security**

- ☐ STRENGTHEN YOUR DEPARTMENT'S ABILITY TO WITHSTAND A CYBER-ATTACK:
  - ☐ Adhere to IT standards, including the use of personal passwords.
  - ☐ Do not post more information on your department's website or on other sites than is necessary. In particular, do not post pictures of or specific information about critical structures within your community.
  - ☐ Ensure sensitive electronic files are "locked".
  - ☐ Secure intelligence information received from law enforcement sources. Security should extend to receiving, storing, and disposal of information.
  - ☐ Develop a means of communication that does not require information technology or mass-communication methods, such as a messenger service.

# References for Helping **PREVENT** a Terrorist Attack

## ❑ Information Technology Standards

- ❑ National Institute of Standards and Technology's Information Technology Laboratory  
[www.itl.nist.gov/index.html](http://www.itl.nist.gov/index.html)

## ❑ Model Fire, Building, Life Safety and Associated Codes and Standards (nationally recognized)

- ❑ National Fire Protection Association  
[www.nfpa.org](http://www.nfpa.org)
- ❑ International Code Council  
[www.iccsafe.org](http://www.iccsafe.org)

## ❑ Ready.gov

- ❑ [www.ready.gov](http://www.ready.gov)

## ❑ State and Local Fusion Centers

- ❑ [www.dhs.gov/xinfoshare/programs/gc\\_1156877184684.shtm](http://www.dhs.gov/xinfoshare/programs/gc_1156877184684.shtm)



# Guide to **PREPARING** Your Department to Respond to a Terrorist Attack

## ☐ Training / Drills / Exercises

- ☐ CREATE PLANS TO COORDINATE AND PARTICIPATE IN TRAINING, DRILLS AND EXERCISES ON A REGULAR BASIS. USE THE RESULTS TO MODIFY DEPARTMENTAL AND COMMUNITY PLANS AS NECESSARY.
  - ☐ Conduct these activities within your department and with stakeholders at the local, regional and federal levels (including the military and FBI).
  - ☐ Conduct them as a combination of tabletop, functional and full-scale exercises, depending on the time and resources available.
  - ☐ Relate these activities to the terrorist threats facing your community.
  - ☐ Keep them in line with appropriate federal guidelines for responding to a terrorist attack. (See the references for more information.)

## ☐ Equipment

- ☐ PROCURE OR MAKE SURE YOUR DEPARTMENT HAS ACCESS TO THE PROPER EQUIPMENT TO RESPOND TO A CBRNE ATTACK. Sustain this equipment by testing, maintaining and replacing the equipment as necessary.
  - ☐ Ensure equipment is appropriate for responding to WMDs and hazardous materials emergencies.
  - ☐ Ensure equipment is available to protect responders from WMDs and secondary attacks; respiratory protection is of particular importance.
  - ☐ Ensure communications equipment is available to allow for operability within the department and interoperability with other agencies and government officials.
  - ☐ Pursue grant funding from local, state and federal government sources or private sources to procure and sustain terrorism-response equipment.





## ☐ **Standard Operating Procedures (SOPs)**

- ☐ **IMPLEMENT STANDARD OPERATING PROCEDURES FOR YOUR DEPARTMENT TO RESPOND TO A TERRORIST ATTACK.**
  - ☐ Target your SOPs to a CBRNE attack, including detecting the hazard and determining its strength and location, decontamination, management of multiple casualties and victim care and management.
  - ☐ Implement SOPs on exposure reporting for first responders.
  - ☐ Implement specific and comprehensive SOPs for voice, data and video communications, including alternate methods in the event mainstream communications capabilities are lost.
  - ☐ Implement specific and comprehensive SOPs for maintaining responder safety, including action regarding improvised explosive devices and other secondary attacks meant to harm responders.
  - ☐ Implement specific and comprehensive SOPs for interacting with the media, including appointing a public information officer (PIO) and participating with other public safety agencies in a joint information center (JIC).
  - ☐ Implement an SOP for the protection of sensitive information during verbal communications.

# Guide to **PREPARING** Your Department to Respond to a Terrorist Attack cont

## ☐ Mutual Aid / Automatic Aid

- ☐ ENTER INTO MUTUAL AID AND AUTOMATIC AID AGREEMENTS WITH OTHER FIRE DEPARTMENTS IN THE REGION TO MAKE SURE YOUR DEPARTMENT HAS ACCESS TO ANY EQUIPMENT, PERSONNEL OR FACILITIES YOU MIGHT NEED (AS IDENTIFIED IN YOUR GAP ANALYSIS).
  - ☐ Put all agreements in writing.
  - ☐ Define a trigger point for requesting mutual aid.
  - ☐ Consider using a standardized request system to identify the type of equipment needed, the location and other relevant information.
  - ☐ Interoperable communication is an essential element in effective mutual aid. Governance is the key.
  - ☐ Learn the local, state and federal reimbursement policies.
  - ☐ Train and exercise with mutual aid partners on a regular basis.
- ☐ UNDERSTAND THE RESOURCES TO WHICH STATE GOVERNORS HAVE ACCESS.
  - ☐ Coordinate with your state governor's homeland security coordinator as well as with the state's National Guard (NG) adjutant general.
  - ☐ Coordinate with the state fire marshal's association.
  - ☐ Understand the role of the federal government. If the president declares a disaster or emergency (at the request of a state governor), the National Response Framework dictates the federal government response. (See the references for more information.)

**Note:** Governors may request aid from other states through the Emergency Management Assistance Compact (EMAC). The EMAC is a structured mutual-aid system among the states that is meant to provide quick and efficient response. It encourages participation by resolving the issues of liability and reimbursement. (See the references for more information.) Governors also have access to their own NG and may request assistance from the NG in other states. In addition, governors may request logistical and other resource support from U.S. Northern Command, a branch of the U.S. military.



## ❑ National Incident Management System (NIMS) Adoption and Training

- ❑ ADOPT AND TRAIN ALL PERSONNEL IN USE OF THE NIMS AND USE IT FOR EACH AND EVERY RESPONSE.
  - ❑ Be prepared to expand incident command into unified command (UC). Emphasize the use of UC in actual incidents, training and exercises. (See the NIMS for more detail.)
  - ❑ Develop a mechanism within your department to sustain your own command (e.g., relieving the incident commander after a specified period of time or providing a succession plan if the incident commander becomes disabled).
  - ❑ Explore the availability and capability of an incident management team (IMT) within your community and develop plans as appropriate. (See the references for more information on IMTs).
  - ❑ Encourage and assist with training of all city/community agencies, including hospitals, in the NIMS. Your fire department needs to be the center of preparedness for your community.

**Note:** Relationship-building prior to an incident is critical to a well-functioning unified command. Of particular importance is deciding ahead of time who will be in charge at each step of the response—the first among equals—to avoid conflict over authority at the scene.

## ❑ Emergency Operations Plan (EOP)

- ❑ UNDERSTAND YOUR DEPARTMENT'S ROLE IN THE LOCAL (TOWN/CITY/COUNTY), REGIONAL AND STATE EOPS. Governments at each of these levels should have an EOP to coordinate their response to a terrorist attack. Your department should be involved in crafting these EOPs to make sure they accurately reflect your department's abilities.

# Guide to **PREPARING** Your Department to Respond to a Terrorist Attack cont

## ☐ **Continuity of Operations (COOP) / Continuity of Government Plans**

- ☐ DEVELOP A COOP PLAN IN THE EVENT ANY SECTION OF YOUR DEPARTMENT, INCLUDING ITS LEADERSHIP, BECOMES DISABLED, TO ENSURE A CONTINUITY OF ESSENTIAL DEPARTMENT FUNCTIONS.
  - ☐ Review each of your purchase agreements prior to an event to make sure they will meet your needs, and arrange for appropriate backup vendors.
  - ☐ Establish an emergency procurement policy in case you need to purchase or lease additional or replacement equipment or apparatus. Determine what the triggers will be for using the policy and for returning to your department's standard procurement system.
  - ☐ Arrange to have a number of different vendors available for any equipment or apparatus you might need.
  - ☐ Create a succession plan for the leadership of your department. Consider arranging for leaders of other community agencies to step in on a temporary basis.
  - ☐ Chart the staffing levels necessary for each critical function of your department and the skill sets your members possess. Determine how you would be able to assign some members to cover different functions if necessary.
  - ☐ Prepare to adjust shift schedules to accommodate a long-term response (e.g., moving from 24-hour shifts to 12-hour shifts or making other shift changes as appropriate).
  - ☐ Create a list of your department's service priorities so you can curtail or temporarily suspend certain functions as necessary. For example, when responding to a terrorist attack, your department most likely will suspend non-emergency fire prevention and training activities. Also, consider establishing additional screening and response procedures to modify routine EMS responses, such as transportation for minor illnesses and injuries.
  - ☐ Arrange for alternate locations for any displaced operations.
  - ☐ Work with private and public utility companies to determine how your department will have continued access to water and power.
- ☐ STORE COPIES OF YOUR COOP PLAN IN A SAFE PLACE (OR SAFE PLACES) OUTSIDE OF THE FIRE DEPARTMENT, IN CASE YOUR FACILITIES BECOME DISABLED.
- ☐ FAMILIARIZE YOUR DEPARTMENT'S LEADERSHIP AND THE LEADERSHIP OF OTHER AGENCIES WITH THE LOCAL GOVERNMENT HIERARCHY AS WELL AS THE GOVERNMENT'S CONTINUITY OF GOVERNMENT PLAN, WHICH SHOULD ENSURE THE CONTINUATION OF ESSENTIAL GOVERNMENT FUNCTIONS IF ANY PART OF THE LEADERSHIP BECOMES DISABLED.



## ☐ 24x7 Contacts / Resource List

- ☐ MAINTAIN A LIST OF CONTACTS AND RESOURCES THAT YOUR DEPARTMENT MAY CONTACT 24 HOURS A DAY, 7 DAYS A WEEK AFTER A TERRORIST ATTACK.
  - ☐ Include government leaders, heads of other public safety agencies, other community partners and resources such as vendors.
  - ☐ Update this list on a regular basis or use an automated system (e.g., the water-utility representative at the emergency operations center). (See Appendix A for sample contact lists.)

## ☐ Community Notification Plans

- ☐ WORK WITH LOCAL LAW ENFORCEMENT AGENCIES, LOCAL GOVERNMENT LEADERS AND LOCAL MEDIA OUTLETS TO ESTABLISH A COMMUNITY NOTIFICATION SYSTEM ON TERRORIST THREATS (e.g., reverse 9-1-1, television and radio alerts via the Emergency Broadcast System, Amber alerts).
  - ☐ Assess the technology that is available to distribute such notifications, including private cell-phone companies.
  - ☐ Factor in any potential language or other communications barriers (e.g., those who do not speak fluent English or those who are deaf).
  - ☐ Consider using pre-worded messages.

## ☐ Evacuation / Shelter-in-Place Plan

- ☐ DEVELOP AN EVACUATION PLAN WITH LOCAL LAW ENFORCEMENT AND OTHER APPROPRIATE AGENCIES, INCLUDING LOCAL/REGIONAL PUBLIC TRANSPORTATION DEPARTMENTS.
  - ☐ Consider who will need to be evacuated, including those who will require assistance. Plan to check all occupancies in areas that are likely to be affected by the terrorist attack (e.g., those who are downwind of an attack).
  - ☐ Identify in advance special-needs individuals and facilities (e.g., convalescent homes).
  - ☐ Plan how to evacuate them (e.g., personal vehicles, buses or other transportation modes).
  - ☐ Designate shelters to house the evacuees and plan to identify building wardens.
  - ☐ Determine when sheltering-in-place would be appropriate and how to communicate with those who are doing so.
  - ☐ Practice formulating evacuation notices and sheltering procedures.
  - ☐ Work with other public safety agencies to educate the public about evacuations and sheltering-in-place.
  - ☐ Work with appropriate animal-welfare agencies on procedures for evacuating or sheltering large animals and house pets.

# Guide to **PREPARING** Your Department to Respond to a Terrorist Attack cont

## ☐ **Points of Distribution (POD) Plan**

- ☐ COORDINATE WITH LOCAL PUBLIC HEALTH OFFICIALS TO ESTABLISH PODS FOR MASS PROPHYLAXIS.

- ☐ Work with local law enforcement agencies to establish force protection in POD areas.
- ☐ Work with public health officials to establish a system of distributing prophylaxis to fire department families.

## ☐ **Citizen Involvement / Community Emergency Response Teams (CERT) / Fire Corps / Medical Reserve Corps / USAOnWatch**

- ☐ COORDINATE CITIZEN INVOLVEMENT IN DEPARTMENTAL ACTIVITIES THROUGH LOCAL CITIZEN GROUPS, CERT PROGRAMS, THE FIRE CORPS, THE MEDICAL RESERVE CORPS AND USAONWATCH.

- ☐ Members of these groups may assist your department in public education, preparedness and response.
- ☐ Provide adequate training and regularly scheduled exercises.

## ☐ **Technical Rescue Response Sustainment**

- ☐ PLAN TO INCORPORATE THE TECHNICAL RESPONSE THAT WILL BE NECESSARY.

- ☐ Plan to obtain any needed specialty responses (e.g., heavy equipment, steel workers, search cameras, urban search and rescue teams).
- ☐ Plan to manage convergent volunteers (volunteers who spontaneously offer their help in the wake of a disaster).





## ☐ Fire Department Member / Family Preparedness

- ☐ ENSURE THAT FIRE DEPARTMENT MEMBERS AND THEIR FAMILIES ARE PREPARED FOR A TERRORIST ATTACK.
  - ☐ Prepare members for what they will witness in the aftermath of a terrorist attack.
  - ☐ Make sure members are physically prepared to respond to a terrorist attack by implementing appropriate wellness/fitness programs.
  - ☐ Implement a critical incident stress management (CISM) program. (See the references for more information on CISM).
  - ☐ Determine how to provide appropriate information to the families of department members who are responding to a terrorist attack or who may be victims. Consider establishing dedicated telephone numbers for family members to call for information. Also consider partnering with a sister fire department that would act as a clearinghouse for family information.
  - ☐ Teach members the circumstances under which they would need to evacuate (including why, how and to where) or shelter-in-place (including why and for how long). Teach them how to prepare their homes for sheltering-in-place (e.g., stocking adequate food, water and medical supplies to last for one week).

## ☐ Incident Access Control

- ☐ PREPARE TO CONTROL ACCESS TO THE INCIDENT SCENE.
  - ☐ Determine and implement the credentials your department will require of anyone responding to the scene. Some states define the credentials required for firefighting and other rescue activities. Learn and follow your state's law in this area. If your state does not have specific requirements, determine what your department's requirements will be.
  - ☐ Work with local law enforcement agencies to prepare for perimeter control and responder security.

# Guide to **PREPARING** Your Department to Respond to a Terrorist Attack cont

## ☐ **Victim Care and Management / Mass Casualty Plan / Medical Surge Procedure**

### ☐ PLAN TO MANAGE AND CARE FOR MASS CASUALTIES AND EMPLOY PROCEDURES TO IMPLEMENT MASS DECONTAMINATION AND ADMINISTER MASS PROPHYLAXIS.

- ☐ Work with law enforcement officials, your local medical director and other local health officers on a plan to keep victims within the area of the attack, if necessary.
- ☐ Work with public health officials on a plan to collect, quarantine, isolate and assess victims.
- ☐ Consider using patient tracking technology.
- ☐ Work with law enforcement agencies on a plan to keep treatment areas secure.
- ☐ Work with law enforcement and other agencies on a plan to connect family members, particularly children who become separated from their parents.

## ☐ **Mass Fatality Management Plans**

### ☐ PREPARE TO MANAGE MASS FATALITIES.

- ☐ Understand the priorities of your local medical examiner and plan accordingly. Discuss possible use of the Disaster Mortuary Operational Response Team (DMORT) program for assistance. Also discuss the need to have sufficient refrigeration units on hand.
- ☐ Arrange for your local ministerial alliance to be available.
- ☐ Include local funeral directors, along with their state associations, in planning.

## ☐ **Crime Scene Guidelines**

### ☐ ESTABLISH SOPS FOR RESPONDING TO A CRIME SCENE.

- ☐ The scene of a terrorist attack will be a crime scene, requiring evidence-handling protocols and other special considerations.
- ☐ Work with law enforcement agencies to develop appropriate procedures for your department.



# References for **PREPARING** Your Department to Respond to a Terrorist Attack

## ❑ Citizen Involvement

- ❑ Community Emergency Response Team (CERT) Program  
[www.citizencorps.gov/cert/](http://www.citizencorps.gov/cert/)
- ❑ Fire Corps  
[www.firecorps.org](http://www.firecorps.org)
- ❑ Medical Reserve Corps  
[www.medicalreservecorps.gov](http://www.medicalreservecorps.gov)
- ❑ USAOnWatch  
[www.usaonwatch.org](http://www.usaonwatch.org)

## ❑ Community Readiness

- ❑ [www.ready.gov](http://www.ready.gov)

## ❑ Continuity of Operations Plans

- ❑ FEMA Continuity of Operations (COOP) Programs  
[www.fema.gov/government/coop/index.shtm](http://www.fema.gov/government/coop/index.shtm)

## ❑ Disaster Mortuary Operational Response Teams

- ❑ [www.dmort.org](http://www.dmort.org)

## ❑ Exposure Reporting

- ❑ International Association of Fire Fighters  
[www.iaff.org/HS/Resi/infdis/How\\_should\\_exposures\\_be\\_reported.htm](http://www.iaff.org/HS/Resi/infdis/How_should_exposures_be_reported.htm)

## ❑ Family Support Planning

- ❑ [www.fema.gov/government/coop/index.shtm](http://www.fema.gov/government/coop/index.shtm)  
(part of FEMA's COOP planning)

## ❑ Member and Family Preparedness

- ❑ Federal Emergency Management Agency  
[www.fema.gov](http://www.fema.gov)
- ❑ [www.disasterhelp.gov](http://www.disasterhelp.gov)
- ❑ Ready.gov  
[www.ready.gov](http://www.ready.gov)

## ❑ Mutual Aid

- ❑ Guidance and Sample Agreements – International Association of Fire Chiefs  
[www.iafc.org/displaycommon.cfm?an=1&subarticlenbr=370](http://www.iafc.org/displaycommon.cfm?an=1&subarticlenbr=370)

## ❑ National Incident Management System

- ❑ Background on the Incident Command System  
[www.osha.gov/SLTC/etools/ics/about.html](http://www.osha.gov/SLTC/etools/ics/about.html)
- ❑ Background on Unified Command  
[www.osha.gov/SLTC/etools/ics/what\\_is\\_uc.html](http://www.osha.gov/SLTC/etools/ics/what_is_uc.html)
- ❑ Guidance  
[www.fema.gov/emergency/nims/index.shtm](http://www.fema.gov/emergency/nims/index.shtm)
- ❑ National Fire Academy Courses  
[www.usfa.dhs.gov/nfa/](http://www.usfa.dhs.gov/nfa/)  
Courses in incident command include A462 and Q463.

## ❑ National Fire Academy Emergency Response to Terrorism Curriculum

- ❑ [www.usfa.dhs.gov/nfa/](http://www.usfa.dhs.gov/nfa/)  
Terrorism response courses include Q534, F549 and W549.

## ❑ National Response Framework

- ❑ [www.fema.gov/emergency/nrf/mainindex.htm#](http://www.fema.gov/emergency/nrf/mainindex.htm#)

## ❑ Patient Tracking Technology

- ❑ Seattle Fire Department Case Study  
[www.intermec.com/learning/content\\_library/case\\_studies/cs1940.aspx](http://www.intermec.com/learning/content_library/case_studies/cs1940.aspx)

## ❑ Responder Safety

- ❑ Occupational Safety and Health Administration (OSHA) Emergency Preparedness and Response  
[www.osha.gov/SLTC/emergencypreparedness/responder.html#First](http://www.osha.gov/SLTC/emergencypreparedness/responder.html#First)
- ❑ RAND Science and Technology Policy Institute, Protecting Emergency Responders: Lessons Learned from Terrorist Attacks, conference report issued 2002  
[www.rand.org/pubs/conf\\_proceedings/2006/CF176.pdf](http://www.rand.org/pubs/conf_proceedings/2006/CF176.pdf)
- ❑ National Fire Fighter Near Miss Reporting System  
[www.firefighternearmiss.com](http://www.firefighternearmiss.com)

# References for **PREPARING** Your Department to Respond to a Terrorist Attack

## ❑ Standards, Training and Grant Information for Emergency Responders

- ❑ Responder Knowledge Base  
[www.rkb.mipt.org](http://www.rkb.mipt.org)  
A login name and password are required but are available free of charge to public safety agencies.

## ❑ State and Federal Resources

- ❑ Emergency Management Assistance Compact  
[www.emacweb.org](http://www.emacweb.org)
- ❑ National Guard Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) – Enhanced Response Force Package (CERFP)  
[www.ngb.army.mil/features/HomelandDefense/cerfp/factsheet.html](http://www.ngb.army.mil/features/HomelandDefense/cerfp/factsheet.html)
- ❑ National Guard Civil Support Team  
[www.ngb.army.mil/features/HomelandDefense/cst/factsheet.html](http://www.ngb.army.mil/features/HomelandDefense/cst/factsheet.html)
- ❑ National Response Framework  
[www.fema.gov/emergency/nrf/mainindex.htm#](http://www.fema.gov/emergency/nrf/mainindex.htm#)
- ❑ U.S. Northern Command  
[www.northcom.mil](http://www.northcom.mil)
- ❑ U.S. Fire Administration AHIMT Technical Assistance Program  
[www.usfa.dhs.gov/fireservice/subjects/incident/imt/index.shtm](http://www.usfa.dhs.gov/fireservice/subjects/incident/imt/index.shtm)

## ❑ Training

- ❑ Homeland Security Exercise and Evaluation Program  
<https://hseep.dhs.gov>
- ❑ Improvised Explosive Devices - Suicide Bombing: The New Chaos  
[www.iafc.org/displaycommon.cfm?an=1&subarticlenbr=365](http://www.iafc.org/displaycommon.cfm?an=1&subarticlenbr=365)  
Online video download available online only to IAFC members due to the IAFC's agreement with DHS, which funded the video's production. Non-members may request a copy of the video for fire department use by contacting the IAFC

## ❑ Wellness/Fitness

- ❑ Guide to Implementing the IAFC/IAFF Fire Service Joint Labor Management Wellness/Fitness Initiative, Specially Designed for Small and Medium-Sized Fire Departments  
[www.iafc.org/associations/4685/files/wellness\\_fitness\\_smfd.pdf](http://www.iafc.org/associations/4685/files/wellness_fitness_smfd.pdf)
- ❑ Health and Wellness Guide for the Volunteer Fire Service  
[www.usfa.dhs.gov/downloads/pdf/publications/fa-267.pdf](http://www.usfa.dhs.gov/downloads/pdf/publications/fa-267.pdf)



# Guide to **RESPONDING** to a Terrorist Attack

*This guide represents tasks that your department should be prepared to do during a response to a terrorist attack. As such, they closely mirror the guide to preparedness. You must have adequate procedures in place for each of these items before an attack hits.*

## ☐ **Situational Awareness / Frequent Updates**

- ☐ ESTABLISH SITUATIONAL AWARENESS ON SCENE AND COMMUNICATE FREQUENT UPDATES TO THE DISPATCH/COMMAND CENTER.
  - ☐ Identify the hazard in the emergency situation at hand.
  - ☐ Initiate on-scene assessments in coordination with local law enforcement agencies, emergency management officials and other experts to ensure scene security and responder safety, including that no secondary devices or contaminants are on site.
  - ☐ Coordinate the incident command post with the local emergency operations center by sharing up-to-date information on a regular basis.
  - ☐ Conduct on-scene briefings frequently (throughout multiple operational periods) to communicate the common operating picture to responders.
  - ☐ Share and compare information from the local scene with state and federal partners, establishing local, regional and national awareness based on the specific attack and intelligence/information that is available from other areas.

## ☐ **National Incident Management System**

- ☐ UTILIZE NIMS. YOUR DEPARTMENT SHOULD BE USING NIMS ON DAY-TO-DAY EVENTS. USING NIMS DURING A RESPONSE TO A TERRORIST ATTACK WILL COORDINATE THE MANY RESOURCES YOU WILL NEED.
- ☐ RESPOND ACCORDING TO YOUR DEPARTMENT'S SOPS.
  - ☐ The type of response will depend on the type of incident: chemical, biological, radiological, nuclear or explosive, or a combination thereof.
  - ☐ Prepare for multiple operational periods. After responding to the initial attack, your department may need to sustain its service delivery at the scene over a long period of time.
  - ☐ Adjust on-scene resource levels as circumstances change.
  - ☐ Consider a temporary change in shift lengths (e.g., from 24 to 12 hours) or other changes that are appropriate to meet the needs of the incident and continuity of operations for your department.

# Guide to **RESPONDING** to a Terrorist Attack cont

## ☐ Mutual Aid Agreements

- ☐ UTILIZE YOUR MUTUAL AID AGREEMENTS.
  - ☐ Activate local, regional, state and interstate agreements.
  - ☐ Request a sufficient number of resources to ensure an adequate response to the incident. Do not hesitate.
  - ☐ Assign a department member or officer to each mutual aid crew to act as a guide.
  - ☐ Coordinate and control mutual aid resources.
  - ☐ Manage self-dispatched resources as appropriate.

## ☐ Force Protection (Responder Safety) / Perimeter Security

- ☐ WORK WITH LAW ENFORCEMENT AGENCIES TO ENSURE FORCE PROTECTION (RESPONDER SAFETY) AND PERIMETER SECURITY.
  - ☐ Establish entry points to the scene.
  - ☐ Enforce your predetermined credentialing system.
  - ☐ Erect fencing or other barriers with assistance from public works personnel.
  - ☐ Assign lookouts for potential secondary devices or attacks.
  - ☐ Control and maintain ingress and egress routes to and from the scene.
  - ☐ Establish airspace restrictions over the scene.
  - ☐ Manage convergent volunteers.

## ☐ Notifications

- ☐ MAKE NECESSARY NOTIFICATIONS TO:
  - ☐ Local, state and regional law enforcement officials
  - ☐ Federal officials through your local/regional FBI office
  - ☐ Local elected officials
  - ☐ Fire department members
  - ☐ All partner agencies
  - ☐ All municipal services



## ☐ Media / Crisis Communication

### ☐ UTILIZE YOUR MEDIA AND CRISIS COMMUNICATIONS PLANS.

- ☐ Appoint a PIO as soon as possible.
- ☐ Participate in the activities of the JIC, if one is established.
- ☐ Use your community notification system as necessary in conjunction with emergency management officials. Include instructions on whether to evacuate (why, how and to where) or shelter-in-place (why and for how long).
- ☐ Establish an off-site family assistance center to provide information on responders to their families and vice versa.
- ☐ Consider establishing a public assistance center in coordination with community partners.

## ☐ Evacuation / Shelter-in-Place Management

### ☐ MANAGE EVACUATIONS IN CONJUNCTION WITH LAW ENFORCEMENT AGENCIES.

- ☐ Check all occupancies in areas that are likely to be affected by the terrorist attack (e.g., those that are downwind of the attack).
- ☐ Select evacuation sites. Consider how evacuees would get to those sites and any potential barriers they would face (e.g., traffic congestion or exposure to other high-risk targets of attack).
- ☐ Identify building wardens for evacuation centers.
- ☐ If citizens are sheltering-in-place, communicate with them regularly and make sure your department or another agency checks on them on a regular basis.

## ☐ Continued Service Delivery

### ☐ MAKE PROVISIONS FOR CONTINUED SERVICE FOR DAY-TO-DAY EMERGENCIES (E.G., STRUCTURAL FIRES AND EMS CALLS).

- ☐ Plan for an extended period of time.
- ☐ Consider recall of off-duty personnel.
- ☐ Utilize your mutual aid plans to make sure you have enough personnel, equipment and apparatus in reserve.
- ☐ Assign personnel to act as guides for mutual aid teams.

# Guide to **RESPONDING** to a Terrorist Attack cont

## ☐ Responder Safety and Wellness

- ☐ MAINTAIN RESPONDER SAFETY AND WELLNESS.
  - ☐ Enforce the use of personal protective equipment (PPE).
  - ☐ Provide appropriate decontamination.
  - ☐ Implement a medical monitoring system.
  - ☐ Provide proper relief, rehabilitation, counseling and after-action evaluations (or hot washes).
  - ☐ Implement your CISM program.
  - ☐ Provide wellness and support resources to family members through the family assistance center.

## ☐ Technical Response

- ☐ COORDINATE THE TECHNICAL RESPONSE THAT WILL BE NECESSARY.
  - ☐ Obtain any needed specialty responses.
  - ☐ Manage convergent volunteers.

## ☐ Victim Care and Management / Mass Casualty Plan / Medical Surge Procedure

- ☐ UTILIZE YOUR DEPARTMENT'S SOPS FOR VICTIM CARE AND MANAGEMENT, INCLUDING MANAGING MASS CASUALTIES AND MEDICAL SURGE.
- ☐ UTILIZE YOUR DEPARTMENT'S SOPS FOR MASS FATALITY MANAGEMENT.

## ☐ Citizen / Community Responders

- ☐ ACTIVATE YOUR NETWORK OF CITIZEN AND COMMUNITY VOLUNTEERS (E.G., CERT, MEDICAL RESERVE CORPS).

## ☐ Crime Scene Guidelines

- ☐ UTILIZE YOUR DEPARTMENT'S SOPS FOR RESPONDING TO A CRIME SCENE.

## References for **RESPONDING** to a Terrorist Attack

- ❑ **Federal Emergency Management Agency Report: Responding to Incidents of National Consequence: Recommendations for America's Fire and Emergency Services Based on the Events of September 11, 2001, and Other Similar Incidents**
  - ❑ [www.usfa.dhs.gov/downloads/pdf/publications/fa-282.pdf](http://www.usfa.dhs.gov/downloads/pdf/publications/fa-282.pdf)
- ❑ **National Memorial Institute for the Prevention of Terrorism Report: Oklahoma City – Seven Years Later: Lessons for Other Communities**
  - ❑ [www.mipt.org/pdf/MIPT-OKC7YearsLater.pdf](http://www.mipt.org/pdf/MIPT-OKC7YearsLater.pdf)

# A Guide to **RECOVERING** from a Terrorist Attack

## ☐ Medical-Screening Program for Responders

### ☐ ESTABLISH A MEDICAL SCREENING PROGRAM FOR RESPONDERS.

- ☐ Document which personnel were involved in the response.
- ☐ Consult with medical experts and provide medical education and follow-up, including long-term monitoring.
- ☐ Provide initial and continuing stress-management counseling.
- ☐ Provide timely advice and support to responders' family members.

## ☐ Documentation / Reporting

### ☐ DOCUMENT AND REPORT ALL RELEVANT INFORMATION.

- ☐ Employ special accounting procedures to ensure accurate loss figures for the fire department.
- ☐ File for reimbursement of appropriate expenses from FEMA and other federal agencies, state agencies and insurance companies.
- ☐ Prepare after-action reports for review and post-incident analysis. Draw from incident documents, reports submitted by response personnel and offices, and witnesses.
- ☐ Implement your department's SOPs on personnel-exposure reporting.

## ☐ Fire Department Resource Assessment

### ☐ ASSESS FIRE DEPARTMENT RESOURCES.

- ☐ Assign a single point of contact to ensure appropriate testing for reliability of equipment and structural integrity of firehouses and other department facilities and to arrange for needed repairs and replacement. Consider borrowing or leasing needed facilities, equipment or apparatus until the repair/replacement process is complete.
- ☐ Utilize your predetermined alternate location for displaced operations and alert personnel where to report for duty. Consider asking law enforcement agencies to provide security if necessary.
- ☐ Continue using mutual aid agreements as needed, including sharing personnel, equipment and facilities. (If your needs will be long-term, consider resources beyond these agreements.)



## ☐ Post-Incident Analysis

- ☐ PREPARE A POST-INCIDENT ANALYSIS FOR YOUR DEPARTMENT. (CONSIDER USING OUTSIDE RESOURCES FOR YOUR ANALYSIS.) PARTICIPATE IN COMMUNITY-WIDE POST-INCIDENT ANALYSES AS YOUR RESOURCES ALLOW.
  - ☐ Use incident documentation and reports.
  - ☐ Evaluate and modify fire department homeland security plans and SOPs as necessary.
  - ☐ Coordinate any modifications and upgrades with community response partners and local emergency managers.
  - ☐ Consider sharing this analysis with the public (e.g., posting it on the Internet).

## ☐ Community Recovery

- ☐ PARTICIPATE IN THE COMMUNITY'S RECOVERY.
  - o Brief local government officials on the fire department's status and advise them of the department's recovery plans and needs.
  - o Once the fire department has taken all appropriate steps to recover internally, reach out to other agencies to offer assistance consistent with the department's recovery needs.
  - o Participate in community events to honor responders and victims.
  - o Be attentive to community needs the department may be able to meet.

## ☐ Media Relations

- ☐ MAINTAIN COMMUNICATION WITH MEDIA OUTLETS ABOUT THE RECOVERY OF YOUR DEPARTMENT AND THE COMMUNITY.

# References for **RECOVERING** from a Terrorist Attack

## ❑ Fire Department Recovery

- o City of New Orleans Fire Department Report: Recovery and Reconstitution Planning Process after Hurricane Katrina  
[www.iafc.org/associations/4685/files/downloads/DOC\\_DLS/HOME\\_SEC\\_NTL\\_RESP/NOFD\\_RecoveryandReconstitutionProcess.pdf](http://www.iafc.org/associations/4685/files/downloads/DOC_DLS/HOME_SEC_NTL_RESP/NOFD_RecoveryandReconstitutionProcess.pdf)

## ❑ Incident Analysis

- o Arlington County After-Action Report on the Response to the September 11 Terrorist Attack on the Pentagon  
[www.arlingtonva.us/Departments/Fire/edu/about/FireEduAboutAfterReport.aspx](http://www.arlingtonva.us/Departments/Fire/edu/about/FireEduAboutAfterReport.aspx)

# APPENDIX A

## Emergency Contact List I: Government Officials

Mayor/City Manager \_\_\_\_\_

Police Chief/Sheriff \_\_\_\_\_

Public Health \_\_\_\_\_

Public Works \_\_\_\_\_

State Fire Marshal \_\_\_\_\_

Emergency Manager, Local \_\_\_\_\_

Emergency Manager, State \_\_\_\_\_

State Emergency Operations Center \_\_\_\_\_

Local Emergency Planning Committee \_\_\_\_\_

Local Chapter, American Red Cross \_\_\_\_\_

Critical Incident Stress Management Program \_\_\_\_\_

FBI Counter-Terrorism Field Officer \_\_\_\_\_

Other \_\_\_\_\_

## Emergency Contact List II: Federal Emergency Support Functions (ESFs)

ESF 1: Transportation \_\_\_\_\_

ESF 2: Communications \_\_\_\_\_

ESF 3: Public Works and Engineering \_\_\_\_\_

ESF 4: Firefighting \_\_\_\_\_

ESF 5: Emergency Management \_\_\_\_\_

ESF 6: Mass Care, Emergency Assistance, Housing, and Human Services \_\_\_\_\_

ESF 7: Resources Support \_\_\_\_\_

ESF 8: Public Health and Medical Services \_\_\_\_\_

ESF 9: Search and Rescue \_\_\_\_\_

ESF 10: Oil and Hazardous Materials Response \_\_\_\_\_

ESF 11: Agriculture and Natural Resources \_\_\_\_\_

ESF 12: Energy \_\_\_\_\_

ESF 13: Public Safety and Security \_\_\_\_\_

ESF 14: Long-Term Community Recovery \_\_\_\_\_

ESF 15: External Affairs \_\_\_\_\_

## Emergency Contact List III: Local Subject-Matter Experts

Animal Issues \_\_\_\_\_

Biological Attack \_\_\_\_\_

Blackouts/Brownouts \_\_\_\_\_

Chemical Attack \_\_\_\_\_

Continuity of Government \_\_\_\_\_

Cyber Attack \_\_\_\_\_

Emergency Management \_\_\_\_\_

Explosions/Explosives \_\_\_\_\_

Finance \_\_\_\_\_

Hazardous Materials \_\_\_\_\_

Intelligence/Information-Sharing \_\_\_\_\_

Media Relations \_\_\_\_\_

Nuclear Attack \_\_\_\_\_

Pandemic \_\_\_\_\_

Power Supply \_\_\_\_\_

Radiological Attack \_\_\_\_\_

Riots \_\_\_\_\_

Special Operations \_\_\_\_\_

Structural Stability \_\_\_\_\_

Traffic \_\_\_\_\_

Water Supply \_\_\_\_\_

# Appendix B

## Terrorism Planning Assessment Matrix

	Low level of leadership planning cooperation and minimal investment			High level of leadership planning capabilities and investment		
ASSESSMENT	No assessment done	Limited assessment completed and some relationships developed	Key collaboration on a regular basis Response capabilities identified	Completed assessment and detailed gap analysis performed		
PREVENTION	Awareness training identified but not conducted	Infrastructure protection program and awareness training initiated	Awareness training in progress Reporting procedures formalized internally	Awareness and information sharing programs incorporated into comprehensive departmental programs		
	Internal reporting procedures only No formal facility security program	Informal information sharing coordination				
PREPAREDNESS	General orientation of equipment Individual agency SOPs	Initial training conducted Agency exercises held Informal mutual-aid agreements developed Resource and contact lists partially completed	Tabletop exercises held for some staff Inter-agency SOPs developed for planned events NIMS partially implemented	Training conducted for all personnel levels Multi agency full functional exercises conducted on regular basis Multi-agency NIMS integrated SOPs developed		
RESPONSE	Informal SOPs used for response	Limited situational awareness with external organizations	Formal inter-agency SOPs used	NIMS embedded into SOPs used daily Fully integrated Common Operating Picture		
RECOVERY	Informal post incident analysis conducted No formal documentation SOPs	Limited accounting and documentation procedures used	NIMS documentation incorporated into daily use Formal CISM SOPs	Formal post-incident analysis and after-event resource assessment process used		

October 2007

Minimum Level

Optimum Level

# Appendix C : Glossary and Acronyms

*In the interest of space, the information listed in this Appendix is limited to select terms. Except where noted, definitions are drawn directly from the U.S. Department of Homeland Security's National Response Framework. For a more complete list of homeland security-related terms and acronyms, please visit the National Response Framework Resource Center at <http://www.fema.gov/emergency/nrf/glossary.htm>.*

**ASSESSMENT:** The evaluation and interpretation of measurements and other information to provide a basis for decision making.

**CONTINUITY OF GOVERNMENT (COG):** Activities that address the continuance of constitutional governance. COG planning aims to preserve and/or reconstitute the institution of government and ensure that a department or agency's constitutional, legislative, and/or administrative responsibilities are maintained. This is accomplished through succession of leadership, the predelegation of emergency authority, and active command and control during response and recovery operations.

**CONTINUITY OF OPERATIONS (COOP) PLANS:** Procedures to ensure the continued performance of core capabilities and/or critical government operations during any potential incident.

**CRITICAL INFRASTRUCTURE:** Systems and assets, whether physical or virtual, so vital to the United States that the incapacity or destruction of such systems and assets would have a debilitating impact on security, national economic security, national public health or safety, or any combination of those matters. (Often paired with **Key Resources**)

**EMERGENCY MANAGEMENT ASSISTANCE COMPACT (EMAC):** A congressionally ratified organization that provides form and structure to interstate mutual aid. Through EMAC, a disaster-affected State can request and receive assistance from other member States quickly and efficiently, resolving two key issues upfront: liability and reimbursement.

**EMERGENCY OPERATIONS PLAN:** The ongoing plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards.

**FUSION CENTERS<sup>1</sup>** - Fusion Centers blend relevant law enforcement and intelligence information analysis and coordinate security measures in order to reduce threats in local communities. Fusion Centers provide critical sources of unique law enforcement and threat information, facilitate sharing information across jurisdictions and function, provide a conduit between local communities and state and federal agencies.

**HSPD-8:** Homeland Security Presidential Directive 8, National Preparedness

**INCIDENT MANAGEMENT TEAM (IMT):** An incident command organization made up of the Command and General Staff members and appropriate functional units of an Incident Command System (ICS) organization. The level of training and experience of the IMT members, coupled with the identified formal response requirements and responsibilities of the IMT, are factors in determining the "type," or level, of IMT. IMTs are generally grouped in five types. Types I and II are national teams, Type III are State or regional, Type IV are discipline- or large jurisdiction-specific, and Type V are ad hoc incident command organizations typically used by smaller jurisdictions.

**JOINT INFORMATION CENTER (JIC):** A facility established to coordinate all incident-related public information activities. The JIC is a physical location from which external affairs professionals from all the organizations involved in an incident work together to provide emergency information, media response, and public affairs functions. The JIC serves as a focal point for a coordinated and timely release of incident-related prevention, preparedness, response, recovery, and mitigation information to the public. It is the central point of contact for all news media.

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<sup>1</sup>From the DHS website ([www.dhs.gov](http://www.dhs.gov)) discussion on state and local fusion centers. At the time of print of this document, the NRF glossary did not contain a definition of fusion centers.

**KEY RESOURCES:** Any publicly or privately controlled resources essential to the minimal operations of the economy and government.

**NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS):** Provides a systematic, proactive approach guiding government agencies at all levels, the private sector, and nongovernmental organizations to work seamlessly to prepare for, prevent, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life or property and harm to the environment. NIMS codified emergency management discipline in six areas, including incident command and management structures, core preparedness activities, resource management, communications, supporting technologies, and the maintenance for these systems over time.

**PREPAREDNESS:** A continuous cycle of planning, organizing, training, equipping, exercising, evaluating, and improving in an effort to ensure effective coordination during incident response.

**RECOVERY:** The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private-sector, nongovernmental, and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; postincident reporting; and development of initiatives to mitigate the effects of future incidents.

**TERRORISM:** Under the Homeland Security Act of 2002, terrorism is defined as activity that involves an act dangerous to human life or potentially destructive of critical infrastructure or key resources; is a violation of the criminal laws of the United States or of any State or other subdivision of the United States in which it occurs; and is intended to intimidate or coerce the civilian population, or influence or affect the conduct of a government by mass destruction, assassination, or kidnapping. See Section 2 (15), Homeland Security Act of 2002, Public Law 107-296, 116 Stat. 2135 (2002).

## Acronyms

CBRNE.....	Chemical, Biological, Radiological, Nuclear and Explosive	IMT .....	Incident Management Team
CERT.....	Community Emergency Response Team	IT .....	Information Technology
CISM.....	Critical Incident Stress Management	JIC .....	Joint Information Center
COOP .....	Continuity of Operations Plan	JTTF .....	Joint Terrorism Task Force
DHS .....	U.S. Department of Homeland Security	NG .....	National Guard
DMORT .....	Disaster Mortuary Operational Response Team	NICC .....	National Infrastructure Coordination Center
EMAC .....	Emergency Management Assistance Compact	NIMS.....	National Incident Management System
EOP .....	Emergency Operations Plan	PIO .....	Public Information Officer
FEMA .....	Federal Emergency Management Agency	POD.....	Point of Distribution
FBI.....	Federal Bureau of Investigation	PPE .....	Personal Protective Equipment
HSPD.....	Homeland Security Presidential Directive	SOP .....	Standard Operating Procedure
ICS.....	Incident Command System	TCL.....	Target Capabilities List
IED.....	Improvised Explosive Device	UC .....	Unified Command
		USNORTHCOM .....	U.S. Northern Command
		UTL.....	Universal Task List
		WMD.....	Weapons of Mass Destruction

# Appendix D : About the Authors

In the spring of 2007, the IAFC Board of Directors envisioned a unified national strategy, in which the fire and emergency service self-defines its role and responsibilities in homeland security. It was requested that a team of members representing various IAFC sections and committees convene at a Homeland Security Summit to create an overarching framework centered on core concepts that is adaptable to the whole of fire and emergency service community.

The authors of this guide are fire chiefs representing a cross-section of the IAFC's membership, fire-service expertise, and geographic diversity. They were selected to represent the following IAFC sections and committees:

- **EMERGENCY MANAGEMENT COMMITTEE**

Chief Jerry Rhodes, Cunningham (Colo.) Fire Protection District, Committee Chair  
Chief Gerard Dio, Worcester (Mass.) Fire Department

- **EMERGENCY MEDICAL SERVICES SECTION**

Chief John Sinclair, Kittitas Valley (Wash.) Fire & Rescue, IAFC Board Member  
Chief Dan Hermes, Pleasantview (Ill.) Fire Protection District

- **HAZARDOUS MATERIALS COMMITTEE**

Assistant Chief Tim Butters, City of Fairfax (Va.) Fire Department, Committee Chair  
Chief Ron Kanterman, Merck Emergency Services, Rahway, N.J.

- **METROPOLITAN FIRE CHIEFS SECTION**

Chief Keith B. Richter, Contra Costa County (Calif.) Fire Protection District, Section President  
Russell Sanders, National Fire Protection Association, Section Executive Secretary

- **SAFETY, HEALTH AND SURVIVAL SECTION**

Deputy Director Ricky Brockman, U.S. Navy Fire & Emergency Services, Washington, DC,  
Section Organizational Liaison

Commissioner David H. Fischler, Ret., Suffolk County (N.Y.) Department of Fire,  
Rescue and Emergency Services, Section Director At-Large

- **TERRORISM AND HOMELAND SECURITY COMMITTEE**

Chief P. Michael Freeman, Los Angeles County (Calif.) Fire Department, Committee Chair  
Chief James H. Schwartz, Arlington County (Va.) Fire Department

- **VOLUNTEER AND COMBINATION OFFICERS SECTION**

Chief Timothy S. Wall, North Farms (Conn.) Volunteer Fire Department, Section Chair  
Chief Michael Varney, Ellington (Conn.) Volunteer Fire Department

# Appendix E : About the IAFC

## Overview

Established in 1873, the International Association of Fire Chiefs (IAFC) is a powerful network of more than 13,000 chief fire and emergency officers. The organization represents and strives to serve the needs of all fire and emergency service leaders and the millions of firefighters they lead. Our members are the world's leading experts in fire fighting, emergency medical services, terrorism response, hazardous materials spills, natural disasters, search and rescue, and public safety legislation.

## Mission

To provide leadership to career and volunteer chiefs, chief fire officers and managers of emergency service organizations throughout the international community through vision, information, education, services and representation to enhance their professionalism and capabilities.

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